

Our Purpose

To build a brighter future for children, young people and their families.

Our values

Integrity and Respect

We are committed to a culture of honesty, accountability, justice and respect for every individual.

Inclusion and self-determination

We believe that including and enabling others creates a better quality of life and sense of independence.

A culture of quality and safety

We are determined to improve our services every day in safeguarding our children, our clients, and the families we serve.

A message from the Chairman of the Board

This year has seen our programs grow and seen more than 130 children provided safe and stable care that they may not have had without Kennerley's existence.



IT IS WITH PLEASURE THAT I PRESENT THE ANNUAL REPORT FOR KENNERLEY CHILDREN'S **HOMES INC EOFY 18-19 IN THIS** VERY SIGNIFICANT YEAR. APRIL 2019 MARKED 150 YEARS OF **SERVICE TO OUR COMMUNITY** SINCE THE FIRST CHILD ENTERED **OUR CARE. I CONSIDER MYSELF** PRIVILEGED TO BE A CONTINUED STRATEGIC INFLUENCE FOR SUCH A WORTHWHILE ORGANISATION. **KENNERLEY HAS ALWAYS EMBRACED CHANGE AND MANAGED THROUGH** TIMES OF UNCERTAINTY IN OUR QUEST TO PROVIDE THE BEST **QUALITY EXPERIENCES POSSIBLE** FOR OUR CHILDREN, YOUNG ADULTS, AND THEIR FAMILIES.

Our Board of Directors launched the 150th year anniversary celebrations by acknowledging our purpose of continuing to build a brighter future for Tasmanian families and celebrate our children. Whilst we also celebrate the many years of service to our community as we know we wouldn't be here if not for the dedication of our Directors, our staff and Foster Carers, and the many dedicated professionals and

philanthropists who have assisted us through the years.

I am proud to say that the founding interest and vision of Alfred Kennerley in establishing the Home in 1869 has continued to be the driving force in all we strive to do today in keeping our children safe. Kennerley continues to provide safe and stable care for children within our community due to circumstances well beyond the children's control. This year has seen our programs grow and seen more than 130 children provided safe and stable care that they may not have had without Kennerley's existence.

Kennerley would not be the highly regarded provider of these services without the hard work and dedication of all our staff and carers who continue to work hard to provide a high level of care to all children from newborns to the young people in the Moving On program.

The enthusiasm and hard work put in by Andrea Sturges, our General Manager is also appreciated, her passion for the success of the Kennerley vision is so evident in all she does. This



year has seen significant changes to our internal systems and continue to focus our investment in digitalisation enabling our staff to be more efficient spending more of their time supporting our valuable carers and their families. I would like to also thank the Board of Directors for their support and time they have given throughout the year. It has not always been easy with some difficult decisions to be made.

To recognize the Kennerley's 150 years, Elizabeth Fleetwood, an accomplished author was engaged 'pro bono' to write the history of Kennerley. This has been a momentous task which Ms Fleetwood has undertaken with the support of Carleene O'Brien. We thank Ms Fleetwood who gave her time, passion and skills to recording for posterity our 150-year journey and all those who gave so much are now immortalised in the pages of our history. This work has resulted in a comprehensive history from concept design drafted by Alfred Kennerley to the contemporary organisation we are today.

We have gained accreditation and are also now a registered provider in the Disability services space, and, we look to grow our services to young people and adults with a disability helping them to grow, dream big, and have the right supports, at the right time, and in the right way to ensure they can live independently fulfilling their dreams.

Whilst we are proud of our rich Tasmanian history, we are also saddened by the historical abuse of children that occurred across our nation and is part of our history, abuse that we cannot ignore.

The Royal Commission's findings in relation to childhood sexual abuse left our nation at a loss for words in relation to both the prevalence of childhood sexual abuse and those that ignored their actions, sanctioning by their silence the perpetrator's abuse. Kennerlev Children's Homes has always been an organisation built on integrity and so we stand against perpetrators of abuse of any kind, and we take pride in safeguarding the children and young adults in our care. Kennerley leads our sector by providing the highest level of training and screening for all our carers, staff and volunteers to ensure we can do all we can to prevent such abuse from ever reocurring.

"WE LOOK TO GROW
OUR SERVICES TO
YOUNG PEOPLE AND
ADULTS WITH A
DISABILITY HELPING
THEM TO GROW, DREAM
BIG, AND HAVE THE
RIGHT SUPPORTS, AT
THE RIGHT TIME, AND
IN THE RIGHT WAY TO
ENSURE THEY CAN
LIVE INDEPENDENTLY
FULFILLING THEIR
DREAMS."

Children are our most precious asset and for this reason, we have invested in becoming a Safeguarding - child safe organisation and extended our partnership with the Australian Childhood Foundation to do just that.

Whilst opting into the National Redress Scheme may have significant financial repercussions for Kennerley we stand jointly with our Government partners in taking responsibility for the shared failure of our community and State to protect its most vulnerable.

In closing, I would also like to acknowledge that we have had some changes to the Board recently and the following members have resigned from the Board this year. Ms Raylene Cox, and Ms Lola Cowle resigning due to work commitments. We also welcomed Nigel Clutterbuck, his financial and business acumen and well-known and respected entrepreneurial skills.

PC (Robin) Jacques, OAM

From the General Manager

"...over the past year we have reflected on our capability and capacity to respond to our environment and focussed on NDIS"



WORKING WITH VULNERABLE
CHILDREN AND THEIR FAMILIES
TOWARDS SELF-DETERMINATION IS
ALWAYS REWARDING, PARTICULARLY
WHEN YOU KNOW YOU ARE MAKING
A POSITIVE DIFFERENCE TO BIRTH
AND FOSTER FAMILIES AND MORE
ESPECIALLY THAT THEY FEEL
SUPPORTED AND RESPECTED. THE
CHALLENGE REMAINS IN FINDING
ADEQUATE RESOURCES TO ASSIST
THOSE THAT STRUGGLE THE MOST WHICH IS A CONSTANT CHALLENGE
FOR ALL NOT FOR PROFITS.

As the CEO/GM of Kennerley I am acutely aware of the sectoral changes around me, the pressures of a competitive environment and meeting the demand /supply curve whilst at the same time offering our clients the highest quality of service possible. I have also witnessed the closure of many small not for profits who are unable to adapt to the environmental changes around them – as we witness the shift away from block funding models to unit costs and NDIS.

As a result, over the past year we have reflected on our capability and capacity to respond to our environment

and focussed on NDIS as we seek to diversify our funding streams away from State government block funding. This economic and social pressure coupled with further strengthening of our quality and safety measures required significant private investment and has identified an urgent need to restructure our business models and embrace technology AI, outsourcing some administrative services to gain efficiencies. Change may be a necessity, but it often comes at a cost if not managed well.

It's been another exciting time working with our partners at ISW (Software and Technology) - experts who assisted us to build and roll out a bespoke case management system that others within the sector can only dream of. I want to pass on once again my special thanks to Sidney Myer for their capacity building grant last year, and, to our Boards and ISW's generous investment in our future. The system delivers fingertip reporting on the go, offers the highest cloud-based security to our valued clients and service users and maps a child's or client's journey through their experiences of our service.

The case management system (named HEART 1869) captures with real heart and intention our clients experience of the service. This philanthropic relationship has since led to a further connection with world renowned software engineers ELO Digital (Electronic (Leitz) Office), an international company who are as philanthropic at heart as the founders of ISW supporting us to streamline our processes and future proofing our document management systems.

As our Chairman mentioned in this our sesquicentennial year, Ms Elizabeth Fleetwood, a renowned Tasmanian author has worked solidly to pull together over the past 12 months our history. In her book "A Big Heart -150 years of Philanthropy in Hobart" Elizabeth reflects on our history and how philanthropists shaped our future and that of Hobart. It was an amazing journey filled with much laughter and excitement as we worked together to see this important project through. Elizabeth's passion for recording history coupled with her natural story telling ability makes this body of work an outstanding read, not shying away from the difficult times we faced and stories that will break your heart. My sincerest thanks also to Ms Carleene O'Brien, BSW, MSW, our Operations Manager for her generous contribution in providing the narrative history of her experiences both as a Foster Carer and a dedicated Social Worker (MSW). Ms Carleene O'Brien has served her community well, and she will always be a highly valued and respected member of our team.

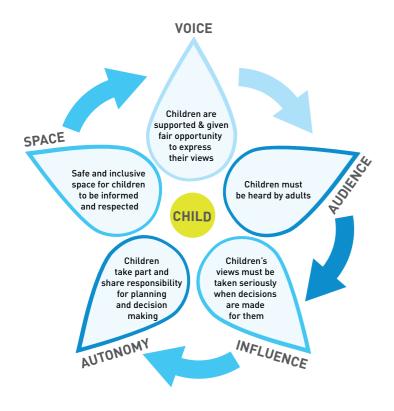




Last year also saw us continue with Masika's work in hearing the voices of children and embedding further mechanisms to really capture their views and wishes. We have also welcomed the work of Child Safety; Department of Communities reform agenda and we hope to see more investment in outsourcing the out of home care system as has been recommended by a number of eminent experts in the field.

Special thanks also to Ms Tracey
Newman for the work she did to
capture children's participation in
a child focussed manner. We have
taken this valuable work and built an
interactive giant jigsaw puzzle to ensure
the work is engaging for all children
and has more meaning and is fun using
the same language as our partners.

Children's Right to Participate in Decision Making



CHILDREN'S RIGHTS • RESILIENT CHILDREN

ENABLING CHILD
PARTICIPATION EMPOWERS
THE CHILD. IT SUPPORTS
THE CHILD'S RECOVERY,
IMPROVES WELLBEING,
BUILDS RESILIENCE,
CONNECTION AND
CITIZENSHIP.



AUSTRALIA

Our partnership with UTAS: Tasmanian School of Business and Economics has also been very rewarding in identifying the strengths of our Moving on Program. The Social Return on investment found what we already knew – our program kicks real goals in terms of outcome for young adults leaving care.

In December 2018 a final year Economics student (Ms Sarah Hill) surveyed past participants from the Moving On program which was conducted to give a baseline of some of the outcomes of those who had left the program between $2-5\,$ years before with ages ranging from $18-30\,$ years.

As the Chairman mentioned the response rate was 95% - clearly demonstrating that connection and a relationship with your audience is everything.

Respondents were surveyed on parenthood, employment, homelessness, further study, government assistance, community support and about their experience with the Moving On Program. Of the young people surveyed 90% had not experienced homelessness after leaving the program.

This is a massive improvement to show how the cycle can be broken between generations. No one had sought services for drug and alcohol rehabilitation programs, which is a major cost to the government. 66% of respondents were currently employed with 7 full time, 3 part time and 4 on a casual basis. Reasons for unemployment was not asked as could be caring for a child/ studying.

1. 81% of respondents conducted some type of further study since leaving the program. This increased level of study is a key indicator for being able to access the support needed to further gain education not otherwise seen available to many people in care.

- 2. Of those surveyed 8 completed a TAFE course, 3 have a University Degree, 2 have furthered college studies and 1 has completed an apprenticeship.
- 3. Another of the key successes of the program is the sense of community that is developed not only in the program, but also after they have exited the program.

 86% of the respondents have kept in contact with the MOP. This extended community is there if any issues arise for another point of contact if any problems arises.

The second UTAS Activity Based Costing Project saw final year accountancy students: Jazz, Daniel, Mia, Alex and Reece calculated the unit costs associated with our service delivery and identify key areas of focus and assisted us to put an evidence-based business case to government for affordable sustainable services. Special thanks also to Tim Millbank and Dr Rose Kling as Course Coordinators.

As the Chairman mentioned on February 23rd 2019, we opened the doors of Princess Wharf for a Children's Festival dedicated to the importance of early learning and early nurturing of children. The Children's Festival was a roaring success thanks to the hard work of our team and the generosity of the gold coin donation from families to show their appreciation. The Hobart City Council made a significant contribution to the event and we will be eternally grateful for their assistance.

Ms Mel Knuckey, our Event Coordinator

PICTURED ABOVE, BACK ROW: L TO R - SHARON, RACHEL, MONIKA, JO.

FRONT L TO R: NELLIE, LAYLA, MADDIE, LYLA, PARKER, CHASE & NATE.



did an amazing job and as such our relationship with the West Moonah Community House has grown and been enriched with a Playgroup now operating out of Timsbury Road every Wednesday.

We are also grateful to our honorary Young Ambassadors, Nate and Nellie Eskildsen, Maddie and Lyla, Chase and Parker Cracknell, and Layla Fisher who gave their time so generously to help us in our cause. They attended film shoots with their parents, took part in an awards ceremony and Children's Festival. They also helped make our Charter of Rights television and radio commercials aimed at educating everyone about all children's rights, and in attracting Respite Carers and potential Foster Carers. We would also like to thank Ms Gail Eaton-Briggs, Deputy Secretary, Department of Communities and Ms Masika Morris our Young Ambassador for assisting us in thanking these children and raising the profile of the United Nations Charter of Rights for all children.



Volunteer Awards

IN MAY 2019 THREE OF OUR WONDERFUL VOLUNTEERS RECEIVED A NOMINATION IN THE GLENORCHY CITY COUNCIL VOLUNTEER AWARDS HELD AT THE DERWENT ENTERTAINMENT CENTRE. MRS RHONDA SPINK AND MRS SHARON TOLPUTT WERE HONOURED FOR THEIR "SPECIAL CONTRIBUTION" AND SERVICE TO THEIR COMMUNITY AS FOSTER CARERS WITH MORE THAN 45 YEARS BETWEEN THEM. MR ERIC ONN OUR MULTI-TALENTED GENERAL HAND WAS ALSO REWARDED FOR HIS COMMUNITY SERVICE TO A LOCAL SCHOOL AND MORE RECENTLY TO KENNERLEY WITH OVER 500 HOURS OF SERVICE.



Congratulations and well done from all of us.



A Word from Our Young Ambassador

Together we can build a brighter future for everyone

THIS YEAR HAS BEEN A
PARTICULARLY BUSY ONE FOR ME
THAT SAW ME GRADUATE FROM LAW
SCHOOL AND COMMENCE MY LEGAL
PRACTICUM IN PREPARATION FOR
ADMITTANCE TO THE BAR.

I have assisted Kennerley as an MC and driven a number of key events to ensure that children's voices were heard including the NAPCAN child protection week breakfast with a fellow colleague Michael Cordwell. The Children's Festival was a particular highlight for me – seeing the joy on their faces and attending and speaking at a number of events, including numerous fundraising events and the children's Christmas party, and focusing on developing a Charter of Rights for children and young people.

We had two projects on the go at the same time - A video outlining United Nations Charter of children's rights and we held a series of workshops that ensured that children everywhere are aware of their rights - not just those in out of home care.

I had the privilege of working with a colleague and former classmate and had the opportunity to work with RACT Tasmania who have also stepped up to assist young people in driving brighter futures for young people needing assistance with a number of complimentary Driving Lessons – thanks RACT!

The Motors Foundation Board of Directors met with Kirsten and I and we gave a presentation to the Board regarding our program. I am pleased to say they were delighted to get on board and support us. We have seen close to six young people assisted with scholarships that have assisted them with study, course fees and

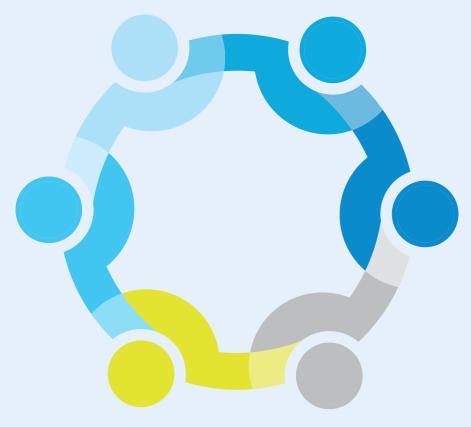


apprenticeships – well done. Motors – driving the distance to make the difference – my sincere thanks to your staff and the Motors Foundations Board of Directors.

Both myself and a Kennerley staff member Ms Sharon Eskildsen were nominated as Semi Finalist in the Tasmanian Community Achievement Awards and we enjoyed a wonderful dinner and got to hear many inspiring stories congratulating the winners for their hard work and successful nominations.

There were no losers in the room that night. A great community event that I was proud to be a part of.

Operations Manager's Report



THE PAST 12 MONTHS HAVE BEEN **EXTREMELY BUSY ACROSS ALL** AREAS AS WE CONTINUE TO STRIVE TO ENSURE THAT CHILDREN AND YOUNG PEOPLE ARE PROVIDED WITH THE VERY BEST SERVICES **CONCEIVABLE, BOTH WITHIN OUR** ORGANISATION, AND ACROSS THE OUT OF HOME CARE SECTOR, ENSURING **OUR SOCIETY'S MOST VALUABLE** ASSETS ARE SAFEGUARDED AND PROVIDED WITH THE OPPORTUNITIES **REQUIRED TO BUILD A STRONG** SENSE OF WELLBEING AND POSITIVE **DEVELOPMENTAL OUTCOMES** UNDERPINS ALL THAT WE DO. **CONTINUALLY STRIVING FOR HIGHER** STANDARDS THROUGH EXTERNAL **AUDITS AND ACCREDITATION HAS** BEEN ONE OF OUR FOCUS AREAS FOR 2018/19.

HIGH QUALITY SERVICE DELIVERY

All our staff have worked diligently in reviewing and improving processes, implementing best practice and enhancing current programs. The Department of Communities (formerly known as the Department of Heath and Human Services) concluded their internal audit of Kennerley's policies and procedures which included face to face interviews with all our service users and families accessing services and the report was overwhelmingly positive. We had the positive news in July 2018 as they furnished their final report. As part of a growing need we recruited Ms Karen Bacon to assist operations whilst we looked towards completing Safe Guarding Children Accreditation.

EXCEPTIONALLY VALUED VOLUNTEERS

WE WELCOMED MS KAREN BACON TO OUR TEAM IN THE FIRST PART OF 2018 AND SHE JOINED TOGETHER WITH US TO CELEBRATE OUR WONDERFUL FOSTER CARERS AT OUR CHRISTMAS IN JULY HELD AT BLUNDSTONE ARENA.

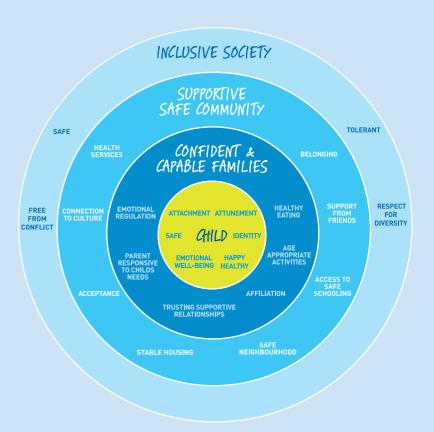
We value and recognise their contributions to childrens futures every day. Karen pictured below left is an inspiration, and, as a Foster Carer herself she understands only too well the importance of the role and the commitment that it takes. Mr Al and Mrs Mary Dickens have been doing some great work within their local Church group (Fostering Hope) and Mary has assisted in Shared Lives training on many an occasion to assist our coordinators and allow potential carers time with a 'real carers experience'.







All our staff have worked diligently in reviewing and improving processes, implementing best practice and enhancing current programs.



CHRISTMAS IN JULY 2018 SAW US COME TOGETHER TO CHAMPION OUR FOSTER AND RESPITE CARERS.

OUR PEOPLE: EXCEPTIONALLY TRAINED STAFF

The professional relationship between Kennerley and ACF has strengthened with 3 more additional staff completing the ACF Graduate Certificate in Developmental Trauma. To date, the Kennerley Board have supported five Therapeutic Coordinators to complete this Post Graduate qualification, and, financed the upgrades to ACWA Shared Lives training for staff and carers. This year also saw Ms Sharon Eskildsen nominated for the Emerging Leaders Course and successfully graduate the program. We invest in our people, and, therefore invest in succession planning.

We also take pride in hearing just how highly valued our staff are to our carers and we would like to thank Georgie, Kate, Sharon, Avril, and Olivia and Jo for their hard work over the past 12 months. We have also contributed to Social Work student's experiences of the sector by hosting several over the last financial year and continue to do so again this new year in our partnership with UTAS Social Work Faculty, and, the Diploma of Community Services students from TAFE.

We congratulate Sharon Eskildsen who graduated from the *Emerging Leaders Program* and has acted on numerous occasions as our Team Leader.



We invest in our people and therefore invest in succession planning.



OUR CHILDREN AND YOUNG PEOPLE

This year saw us intentionally put at the front of our agenda children's views and wishes by introducing tools and workshops to evoke their responses about what is important to them and being a part of decisions about their life. We launched a series of advertisements in local media with local children to advertise publicly the Charter of Rights for all children not just those in Foster Care.

Christmas was celebrated this last year thanks to the generosity of Ms Marlene Jacques for her ongoing commitment to children and, for funding our Christmas Party at Inflatable World, the children's delight was palpable.

We also wish to thank Mr and Mrs Raz Haroon and their children Zayden and Ziana for their generosity towards all children – making each year brighter for many. This year saw a number of children that have been separated attend sibling camps so they could have opportunities to re-connect with their brothers and sisters even though they don't live together.

Our thanks also to the Nigel and Annette Clutterbuck Charity Trust for its overwhelming generosity in supporting young people in their foster care experience enriching opportunities, providing hope and support and mentoring they so desperately need.

Our sincere thanks also to the Motors Foundation, their Board of Directors and Employees who have given so much in the form of scholarships for children and young people in building a brighter future.

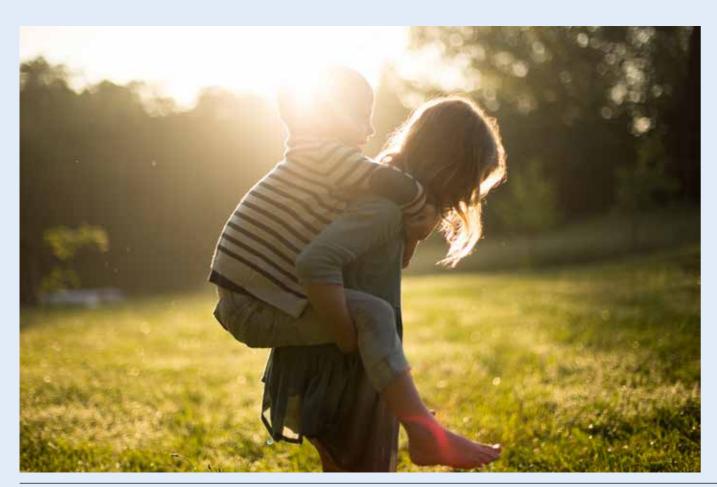


ENHANCED PROGRAM OUTCOMES - MOVING ON INDEPENDENT LIVING PROGRAM

The Moving On program provided comprehensive transitional living for a total of 9 young people moving from the Out of Home care system into independence. These young people have achieved many excellent personal outcomes.

OUR KEY RESULT AREAS

This year has also seen us embrace the necessary structural changes to our service and continue to re-evaluate our progress against our key result areas.



01

Provide cave to an increased number of children so they feel safe and loved

(INCREASED BY THIRTY MORE OPEN HEARTS AND HOMES) 25 % MORE THAN LAST YEAR

CHILDREN ADVOCACY

SUCCESSFUL TO GET THE SUPPORTS THEY



02

Safeguarding children we are in the final stages of formal accreditation

100%

VOLUNTEERS AND BOARD HAVE COMPLETED SGC ON LINE TRAINING



NEW CARERS CAME ON BOARD



AGE RANGE 0-11 YO

T&D OF CARERS



CHILDREN **CARED FOR**



16 Kennerley Annual Report 2018-19

Financial Report

03

Quality and Safety - outcomes driven

THE RESPONSE RATE WAS

95%

RESEARCH PROJECT SOCIAL RETURN ON INVESTMENT

Finding of analysis where derived from both survey data collected and one-on-one interviews.

90%

OF YOUNG PEOPLE SURVEYED HA NEVER BEEN HOMELESS 81%

HAD CONDUCTED SOME FORM OF FURTHER

COMPARED TO UP TO 35% HOMELESS (CREATE) WITHIN THEIR FIRST YEAR AFTER LEAVING CARE;



SINCE LEAVING CARE WHICH INCLUDES UNIVERSITY, TAFE AND APPRENTICESHIPS



No young people surveyed had been in contact with child protection / Criminal Justice or substance abuse services.

Cost comparison analysis showed an overall reduction of long-term government spending by comparing expected life outcomes and the average percentage of young people causing either low or high costs to the government.

04

Financially viable

ABC project has revealed that the unit costs for services are not met by government and more work is required to secure adequate funds into the future. To this end we have restructured our services and embraced technology to make considerable savings against our administrative functions. Our leadership team embrace the need to automate services where we can to improve our efficiencies and at the same time provide more quality services to children, adults, young people and their sector



Financial Report

Financial Report

KENNERLEY CHILDREN'S HOME INC

STATEMENT OF COMPREHENSIVE INCOME

FOR THE YEAR ENDED 30 JUNE 2019

	2019	2018
	\$	\$
Income		
Administration and management fees	46,586	15,674
Bank interest and dividends received	10,448	19,848
Carer's funding	154,036	141,289
Emergency respite	329,670	310,505
Foster care	1,764,630	1,380,011
Fundraising	12,746	2,516
Grants	54,945	275,164
Long term foster care	717,290	580,177
Moving on	161,354	157,941
Other income	71,225	39,991
Rental income	186,827	190,326
Total Income	3,509,757	3,113,442
Expenditure		
Administration	76,860	64,483
Advertising	39,647	82,774
Assessment	21,400	21,000
Counselling, training and support	41,646	92,848
Depreciation	78,750	83,466
Electricity and water	18,878	15,163
Foster care board payments	1,729,539	1,400,391
Gifts, presents and pocket money	2,568	5,592
Insurance	69,750	61,668
IT expenses	95,493	69,353
Childrens festival	32,162	-
Motor vehicle expenses	18,020	17,491
Payroll	1,235,861	1,219,880
Rent	60,934	58,420
Repairs and maintenance	57,826	48,170
Respite payments	180,946	166,774
Specialised care payments	-	90,719
Sundry expenses	119,312	61,778
Total Expenses	3,879,592	3,559,970
Net surplus/(deficit)for the year	(369,835)	(446,528)
Other comprehensive income	-	-
Total comprehensive income for the year	(369,835)	(446,528)

KENNERLEY CHILDREN'S HOME INC
STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2019

2019 \$	2018 \$
267,166	78,72
5,808	70,00
855,514	1,269,44
15,176	10,45
1,143,664	1,428,63
3,925,349	3,956,43
3,925,349	3,956,43
5,069,013	5,385,07
171,578	132,40
227,332	193,79
398,910	326,20
11,098	30,02
11,098	30,02
410,008	356,23
4,659,005	5,028,84
3,185,083	3,185,08
1,473,992	1,843,75
4,659,005	5,028,84
	\$ 267,166 5,808 855,514 15,176 1,143,664 3,925,349 3,925,349 5,069,013 171,578 227,332 398,910 11,098 11,098 410,008 4,659,005 3,185,083 1,473,992

Sponsors







































Nigel and Nettie Clutterbuck Charity Trust Elizabeth Fleetwood – Author 150th year Mr Eric Onn (volunteer)







Kennerley Building a brighter future for Tasunanian families since 1869

9 Timsbury Road Glenorchy TAS

Phone: 6272 5900

f /KennerleyKids

WWW.KENNERLEYKIDS.ORG.AU